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THE LEADERSHIP CHALLENGE

THE MOST TRUSTED SOURCE FOR BECOMING A BETTER LEADER

NOVEMBER 2010 NEWSLETTER

**NEW! The Leadership Challenge
e-Learning Program is here**

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"Leaders foster collaboration and build trust. In today's virtual organizations, cooperation must include peers, managers, customers and clients, suppliers, citizens—all those who have a stake in the vision."

—from *The Leadership Challenge, 4th Edition* by Jim Kouzes & Barry Posner

Welcome to The Leadership Challenge Newsletter!

This monthly publication shares stories, examples, and information about the impact of The Leadership Challenge in all kinds of organizations. As always, [please let us know how we are doing](#), we may even contact you about featuring your ideas and stories in future editions of this newsletter.

Thoughts on the Model

Certified Master Facilitator Beth High reveals important new learnings from the recently launched Student Leadership Challenge Certification Program. Discover how the fundamentals of The Five Practices can be effectively woven into a virtual learning community. † [More](#)

Tips and Techniques

Canadian Certified Master Facilitator Beverly Simpson shares how Skype and email can be combined to give you the tools you need to get close with clients from a distance and provide LPI coaching follow up—in real-time. † [More](#)

Ask an Expert

Sonoma Leadership Systems' Jeni Nichols offers advice on how facilitator-led, synchronous e-learning programs can be designed to deliver a powerful learning experience—much the same as in a traditional classroom delivery—regardless of generational differences and technological savvy. † [More](#)

Rants and Raves

Imagine this scenario—fully engaged and busy sales managers, spread across the country, trying to take ownership for learning and putting The Five Practices into action in their daily lives. When leading enterprise software company Oracle faced this challenge, they went virtual with a blended learning platform that is developing effective leaders today and stands ready for future generations of leaders. ▶

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What We're Reading

Are you among the many who feel overwhelmed when it comes to social technologies, compelled to explore them but ambivalent about where to start or why? Do you want to understand how relevant it really is to your effectiveness as a leader? If so, then Charlene Li's book, [Open Leadership](#), should go to the top of your "get-to-it" list.

Embracing any new behavior begins with a deep understanding of **why** you want to change, and Ms. Li does a superb job of explaining why social technologies can play such an important role in how we lead. She opens our minds to the opportunities abundant information sharing provides, helping us see past the challenges and fears associated with 'letting go.' At the heart of it all, it's about relationships. Sound familiar?

For those of us who embrace *The Leadership Challenge* and The Five Practices, the approach outlined in *Open Leadership* will resonate on many levels—the focus on the importance of relationship being just one of them. As the author writes in the book's introduction, "The fundamental rules that have governed how relationships work are being rewritten, because of easy, no-cost information sharing." And she goes on to clearly describe these new rules, along with the accompanying opportunities social technologies provide for establishing, building, and nurturing relationships. Each of the practices throughout the book offers a fresh perspective. For example, the chapter on "Nurturing Open Leadership" quickly brought to mind Challenge the Process and Enable Others to Act and new opportunities to apply these practices. Throughout, Li helps us understand the gains that are possible when we are more open in our relationships with clients, customers, and anyone we hope to engage.

Li defines what "open" means—and what it doesn't—and helps articulate (and alleviate) the fears that cause so many leaders to be reluctant to embrace this new dimension of leadership. Useful "Sandbox Covenants" layout simple rules that set limits and conventions for leaders concerned with how to embrace such openness at an organizational level. And with a wide range of examples from a variety of organizations—the U.S. Navy to Best Buy—*Open Leadership* helps readers recognize the subtle yet crucial mind shift that is essential to ground our exploration of this new frontier.

The implications of social media on how we lead today and how we can engage others in the future are both subtle and quite profound. *Open Leadership* describes the rich new leadership territory that is ready for us all to discover and provides the encouragement and perspective to embrace the exploration.

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Workshop. She can be reached at highroadconsulting@gmail.com.

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